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APRIL 1 - DECEMBER 31, 1967

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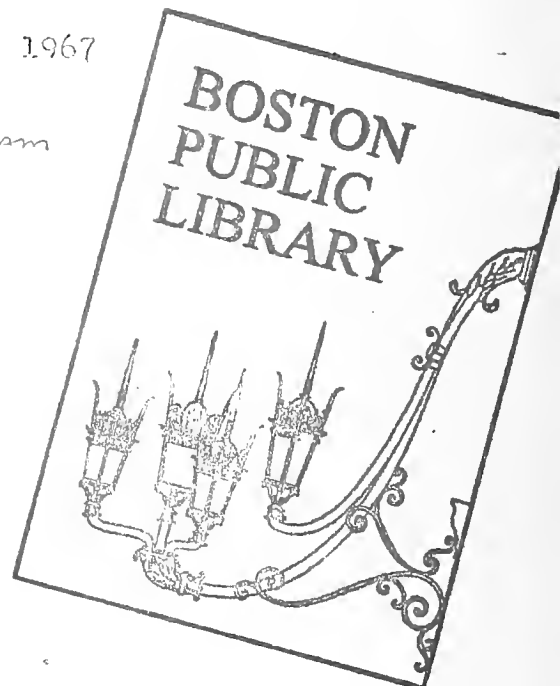
COMMUNITY ACTION PROGRAM

MANPOWER COMPONENT

APRIL 1 - DECEMBER 31, 1967

*Community Action Program*

*Manpower Component*



ACTION for BOSTON COMMUNITY DEVELOPMENT

18 Tremont Street

Boston, Massachusetts

M 93  
ABCD







COMPONENT 7.100.B

ATTACHMENT 7.1.2

WORK PROGRAM



The following is a proposal from Action for Boston Community Development, Inc. to the Office of Economic Opportunity for re-funding of the Boston Manpower Program, as established by OEO CAP Grant GG-0212, Component 7-100. The proposed program will include the following:

- Operation of eight neighborhood employment centers in anti-poverty target areas of Boston.

- Development of jobs and on-the-job training opportunities for NEC applicants.

- Coordination and integration of all major employment and training programs in the Boston area.

- testing and counseling of job applicants

- Job Corps recruiting and screening

- provision of foremen for the work crew component of ABCD's Neighborhood Youth Corps Program.

- operation of a city wide data-collection, evaluation, and follow-up system on Manpower operations.

In addition to the portions of the Manpower Program to be supported by the proposed grant, ABCD also plans the following Manpower activities, funded from other sources, during the grant period.

- Operation of a Neighborhood Youth Corps out-of-school program for at least 250 youths.

- Operation of two or more skill centers to offer vocational orientation and pre-vocational training to youths and adults.

- Underwriting and development of 250 on-the-job training contract placements.



--implementation of Nelson-Scheuer "New Careers" programs for inner-city residents.

Funds are requested from OEO for a full-time staff of 119 and a part-time staff of twenty-eight. In addition, twenty-eight NYC staff members will be paid directly by NYC, three staff members will be paid by the Bureau of Apprenticeship and Training of the Labor Department, sixteen staff members will be partially paid for by the United States Employment Service, through the Massachusetts Division of Employment Security, and twenty-six full-time volunteers will be utilized in various phases of the Manpower Program.



## I. Purpose and Beneficiaries

### A. Purpose

The basic purposes of the Boston Manpower Program remain as stated in ABCD's original proposal to OEO:

The immediate purpose will be to establish in the CAP target areas a clear coherent system into and through which large numbers of unemployed and underemployed inner-city residents, youths and adults, can move toward meaningful, full-time employment.

The long-term purpose of the Boston Manpower Program is to bring about changes in the wider city's institutional and private response to the employment needs of inner-city residents, toward education, skill-training, and employment.

In addition to these basic goals, toward which considerable progress has been made, ABCD plans, on the basis of its experience in Manpower activities in the past six months, to place increased emphasis on a third, related goal:

A continuing purpose of the program will be to increase the availability of training opportunities for inner-city residents, with special emphasis on designing a comprehensive vocational training process that is both open-ended and directed toward promising career opportunities.

In addition to these three basic emphases, the Boston Manpower Program will serve as a focal point for integration of the various employment-related programs, both public and private, now operating in the city, and for integration of the activities of the Area Planning-Action Councils in each of the city's anti-poverty target areas. Experience to date, both in New Haven and in Boston, has shown that an active, effective neighborhood employment center serves as a focal point for community involvement with the anti-poverty program in a number of ways:



First, by involving residents in decision-making within the employment center itself and between the employment center and other local anti-poverty operations, the NEC helps to create a strong, experienced staff of inner-city residents that is able to articulate the needs of the neighborhood and implement programs to meet those needs.

Second, by finding jobs for residents, the NEC makes it possible for them to become participating, active members of their communities. Experience to date has shown that many of those most active in neighborhood organizations were first recruited through the employment center, and became active after the center had rendered a service to them.

Third, by providing a service that draws large numbers of residents to a neighborhood location (an average of 350 per month thus far) the NEC offers a focus around which all neighborhood programs can concentrate. It is ABCD's intention, in the coming year, to coordinate services so that applicants at the neighborhood employment centers are guaranteed priority in receiving other available services, such as day care for the children of working mothers, legal services, etc. In designing ABCD's total program for 1967, preference has been given to those programs that directly support the Manpower operation and that will thus contribute to greater overall integration of activities in the neighborhoods.

Based on this last approach to community involvement, progress has already been made, in each of the areas in which neighborhood employment centers have been opened, toward integrating services and offering a comprehensive service program to residents.



This progress is described below, in the summary of NEC operations to date.

ABCD intends to continue its efforts to develop efficient channels through which the inner-city poor--not merely the most talented or the best educated, but essentially all those who want a job--can find meaningful training and work. The NECs are a necessary first step in this process, and they have already been highly successful in recruiting job applicants who might otherwise have remained beyond the reach of traditional employment services. The NECs have also been successful in making direct placements on jobs and in developing jobs for applicants. The next step--one that will form a major part of ABCD's effort in the coming year--is to increase significantly the availability of training--both pre-vocational and direct skill training--so that all of the applicants recruited through the NECs have at least a possibility of learning skills that will be marketable in the Boston area.

ABCD proposes to devote more than one-third of its unearmarked CAP funds to Manpower in the coming nine months, and more than 20% of its total projected OEO funds, including earmarked programs. This proposed allocation reflects ABCD's belief--a belief supported by the evidence of large numbers of inner-city residents who have already made use of Manpower facilities--that getting and holding a meaningful job are keystones of significant economic opportunity. During the coming grant period, it is expected that approximately 13,000 inner-city residents will use the services of the eight neighborhood employment centers to be supported by this grant. ABCD's targets for the grant period are to place 5,000 applicants in jobs, 750 in IDTA and on-the-job training, 750 in



out-of-school Neighborhood Youth Corps, and to expose 800 more to work orientation through skill center programs. Another 500 to 1000 applicants will be referred directly to other community agencies for social, legal, and health services prior to or concurrent with employment. Smaller, specialized programs, such as Job Corps, Foster Grandparents, adult basic education, and direct employment by ABCD itself will provide placements for an additional 375 applicants. Thus the total target is to provide tangible service to 8,500 or more inner-city residents during the grant period, plus providing extended vocational counseling and guidance to 90% or more of all NEC applicants.

As large as the proposed commitment of ABCD CAP resources to Manpower is, it is less than one-fifth of current expenditures in the Boston area for Manpower-related programs. HDTA and on-the-job training resources in the Boston area in the grant period will total nearly two million dollars, Title V work-experience programs will account for more than two million dollars and Neighborhood Youth Corps operations, both in school and out-of-school, will spend approximately \$1.1 million. In addition, Opportunities Industrialization Center of Boston, Inc., a locally-based inner-city group, is now seeking major funding for a job-training effort in the South End-Roxbury-North Dorchester area. ABCD has provided technical assistance and support for OIC during its program development effort, and proposes to work closely with OIC if the latter is able to find resources to support a vocational training program.

If regular expenditures of the Massachusetts Division of Employment Security in the Boston area were included in total employment resources



available to inner-city's residents, the ABCD Manpower effort would amount to substantially less than fifteen per cent of total spending. This relatively small amount, however, is a key element in the overall Manpower effort in Boston. It will support the basic system needed to recruit and screen applicants for training and employment, will provide in-depth vocational counseling, will be a major source of referral to jobs and training programs and, even more importantly, of aggressive job development, will follow up applicants after they have been placed, will recruit candidates for the nationwide Job Corps effort, and, finally, will provide an institutional force to integrate the wide range of Manpower Programs available in the community and to open in cooperation with existing agencies and private industry, new channels of opportunity for the poor, for minority groups, and for the inner-city population generally.

#### Beneficiaries

Manpower services are now being made available in five poverty areas of Boston: Roxbury-North Dorchester, Jamaica Plain, South Boston, Parker Hill-Fenway, and the North End. Additional centers will be opened shortly in Dorchester, South End, and Allston-Brighton. These areas were selected on the basis of density of unemployment, incidence of crime and delinquency, effectiveness of employment services already available, and ability of community groups to benefit from the establishment of NECs. Unemployment in the target areas ranges from 4.4% in Jamaica Plain to 8.7% in the South End, according to 1960 census data. However, each of the NECs thus far opened has been receiving a flow of applicants far in excess of what had been expected, based on the poverty indices submitted when the Manpower Program was originally funded. Population of the neighborhoods served



by the NECs ranges from 22,000 in the North End to 32,000 in Roxbury-North Dorchester, with a median of approximately 40,000. The location of each of the existing NECs has been determined, in consultation with local Area Planning Action Councils, so that the facility is in the area of highest unemployment within each target area (for example, although the overall unemployment rate in Jamaica Plain is relatively low, the NEC is located near two large public housing projects, in an area of high unemployment, and is drawing approximately 300 applicants per month, far in excess of original predictions).

NECs are not located in East Boston, where the Division of Employment Security has a large-scale Youth Opportunities Center that is in the process of being expanded to offer services to adults under the Labor Department's Human Resources Development Program, nor does it include Charlestown, where the Kennedy Family Service Center is offering employment services. Finally, there is no NEC in the Columbia Point housing project, but plans are being made to establish an employment unit funded by the Vocational Rehabilitation Administration in that location. Pending establishment of this unit, Columbia Point will be served by a neighborhood worker from the Dorchester NEC.

The original proposal funded by OEO in 1966 estimated that service provided by the NECs would result in the placement of approximately forty applicants each month (500 per year) in either jobs or training programs through each NEC. Because of the high rate of applicants to date, this estimate is now being revised upward to eighty per month per NEC, based on the existing state of training resources. As new training opportunities develop, and particularly as pre-vocational skill centers are opened, this figure should increase rapidly.



Services of the NECs are available to all inner-city residents, regardless of age, sex, or employment status, with the exception of in-school youths, who will be referred to school guidance counselors, with follow-up by NEC staff personnel, and out-of-target-area residents, who will be referred to DES or other appropriate employment services in the community.

Although the services of the NECs are available to all, the primary emphasis will be, as it has been in the past, on developing employment opportunities for, and employability of, inner-city males. This concern for the male is a basic reason for ABCD's emphasis on skill center development in the coming year; the skill centers are expected to fill a major gap in the stepladder of training that should be available to applicants.

An indication of the population actually being served by the NECs can be obtained from a statistical summary of characteristics of the first 1522 applicants at the Roxbury, Parker Hill-Fenway, and Jamaica Plain NECs:

SEX:

Male	826 - 54%
Female	696 - 46%

AGE:	<u>Male</u>	<u>Female</u>	<u>Total</u>
Under 15	11 - 1%	7 - 1%	18 - 1%
16-21	350 - 42%	253 - 37%	603 - 40%
22-29	188 - 23%	160 - 23%	348 - 23%
30-39	123 - 15%	121 - 17%	244 - 16%
40-49	73 - 9%	79 - 11%	152 - 10%
50-59	32 - 4%	44 - 6%	76 - 5%
60+	13 - 2%	14 - 2%	27 - 2%
NA	36 - 4%	13 - 2%	49 - 3%
Median	22	24	23



ETHNICITY:	<u>Male</u>	<u>Female</u>	<u>Total</u>
Negro	613 - 75%	549 - 79%	1167 - 77%
Caucasian	172 - 21%	112 - 16%	284 - 19%
Puerto Rican	4 - 0%	6 - 1%	10 - 1%
Cuban	7 - 1%	4 - 1%	11 - 1%
Oriental	5 - 1%	2 - 0%	7 - 0%
Other	9 - 1%	9 - 1%	18 - 1%
NA	11 - 1%	14 - 2%	25 - 2%

EMPLOYMENT STATUS:	<u>Male</u>	<u>Female</u>	<u>Total</u>
Unemployed	577 - 70%	582 - 84%	1159 - 76%
Part-time	44 - 5%	31 - 4%	75 - 5%
Full-time	137 - 17%	68 - 9%	197 - 13%
NA	68 - 8%	23 - 3%	91 - 6%

SCHOOL STATUS:	<u>Male</u>	<u>Female</u>	<u>Total</u>
In-school	116 - 14%	80 - 11%	196 - 13%
Night school	29 - 4%	26 - 4%	55 - 4%
Out-of-school	614 - 74%	560 - 80%	1174 - 77%
NA	67 - 8%	30 - 4%	97 - 6%

FAMILY INCOME:	<u>Male</u>	<u>Female</u>	<u>Total</u>
0-2000	70 - 8%	76 - 11%	146 - 9%
2-3000	67 - 8%	85 - 12%	152 - 10%
3-4000	96 - 12%	38 - 13%	184 - 12%
4-5000	88 - 11%	67 - 10%	155 - 10%
5-7000	114 - 17%	104 - 15%	248 - 16%
7000 and above	68 - 8%	47 - 7%	115 - 8%
NA	293 - 35%	229 - 33%	522 - 34%

EDUCATION:	<u>Male</u>	<u>Female</u>	<u>Total</u>
0-6	40 - 5%	12 - 2%	52 - 3%
7-9	214 - 26%	111 - 16%	325 - 21%
10-12	440 - 53%	441 - 63%	881 - 58%
College	54 - 7%	43 - 6%	97 - 6%
Special or Trade	36 - 4%	22 - 3%	58 - 4%
NA	40 - 5%	67 - 10%	107 - 7%
Median	10	11	11



LAST OR PRESENT JOB:	<u>Male</u>	<u>Female</u>	<u>Total</u>
Managers	7 - 1%	2 - 0%	9 - 1%
Professional	2 - 0%	2 - 0%	4 - 0%
Technical	5 - 1%	7 - 1%	12 - 1%
Sales	16 - 2%	13 - 2%	34 - 2%
Clerical	52 - 6%	132 - 19%	184 - 12%
Skilled	33 - 4%	11 - 2%	44 - 3%
Semi-skilled	196 - 24%	122 - 18%	318 - 21%
Unskilled	196 - 24%	122 - 18%	317 - 21%
Service	172 - 21%	165 - 24%	317 - 21%
NA	159 - 19%	154 - 22%	313 - 21%

LAST HOURLY RATE:	<u>Male</u>	<u>Female</u>	<u>Total</u>
Less than \$1	8 - 1%	12 - 2%	20 - 1%
1-1.39	89 - 11%	163 - 23%	252 - 22%
1.40-1.69	150 - 18%	172 - 25%	322 - 21%
1.70-1.99	92 - 11%	54 - 8%	146 - 10%
2-2.49	161 - 19%	61 - 9%	222 - 15%
2.49-2.99	70 - 8%	16 - 2%	86 - 6%
3-3.99	52 - 6%	2 - 0%	54 - 4%
4.00-above	0 - 1%	2 - 0%	11 - 1%
NA	195 - 24%	210 - 30%	405 - 27%

LENGTH OF LAST OR PRESENT JOB:	<u>Male</u>	<u>Female</u>	<u>Total</u>
Under 6 months	259 - 31%	210 - 30%	469 - 31%
6 months to 1 year	185 - 22%	149 - 22%	334 - 22%
1 - 2 years	62 - 8%	50 - 7%	112 - 7%
2-4 years	47 - 6%	34 - 5%	91 - 6%
5 years - above	78 - 9%	64 - 9%	142 - 9%
NA	195 - 24%	139 - 27%	384 - 25%

YEARS OF FULL-TIME EMPLOYMENT:	<u>Male</u>	<u>Female</u>	<u>Total</u>
Less than 6 months	100 - 12%	79 - 11%	179 - 12%
1-2	126 - 15%	145 - 21%	271 - 18%
3-5	108 - 13%	116 - 17%	224 - 15%
6-10	130 - 16%	83 - 12%	213 - 14%
11+	140 - 17%	83 - 12%	223 - 15%
NA	222 - 27%	190 - 27%	412 - 27%
Hodian	5	3	3



JOBS IN LAST FIVE  
YEARS

	<u>Male</u>	<u>Female</u>	<u>Total</u>
0	73 - 9%	70 - 10%	143 - 10%
1	102 - 12%	107 - 15%	209 - 13%
2-4	223 - 27%	161 - 23%	384 - 25%
5-7	29 - 4%	17 - 2%	46 - 3%
8+	10 - 1%	1 - 0%	11 - 1%
NA	334 - 46%	336 - 48%	720 - 47%

Although the services of the NECs are open to all, the above statistics indicate that it is the poorer educated, lower-paid residents of the target areas, and those with the more erratic work histories, who are making most use of the NECs.

The statistics also indicate, though, that the Manpower Program is serving a fairly wide range of applicants, in keeping with ABCD's overall belief that, for the members of the poverty group to move up in job levels, it is necessary that employment, training, and upgrading opportunities be opened for the whole of the inner-city population. Thus, as some of the better-paid residents move up to higher-level jobs, the positions they previously held become available for the unemployed.

The NEC Approach

Under present conditions of nearly full employment, nearly every "qualified" person who is seeking work can find it. In the Boston metropolitan area alone, some 20,000 jobs are vacant, according to Division of Employment Security estimates. But, there are still thousands of persons who want to find decent, meaningful work, at a wage that will lift them above the poverty level, but who are untrained, unprepared, and in some cases unmotivated, to seek and find the jobs they want. The causes of this "hard core" unemployment have already been extensively documented: racial discrimination, a history of family dependency on



welfare, low educational attainment, recent migration from rural areas, particularly from the South and from Puerto Rico, police records, and sporadic work histories. Many inner-city residents who fit several of these categories have virtually given up all but a final, uncertain hope of finding a job. To help these residents back into the mainstream of the American economy requires not a generalized program of merely making jobs available, but an intensive effort in which inner-city residents are recruited, counseled, and placed one by one.

The ABCD Manpower Program, in the first six months of operation, has made this effort. The neighborhood employment centers have been able to provide, on an individual, concentrated basis, outreach and recruitment, pre-vocational training through Neighborhood Youth Corps and the planned skill centers, institutional and on-the-job skill training-direct placement on jobs, and continuing follow-up counseling.

Despite this ability to work effectively with the inner-city population, ABCD-Manpower will not be able to offer fully adequate services to all those in the eight target areas where NECs are located who could benefit from these services. The need to hold the line on spending in the coming grant period means that the basic intake and placement capability of the NECs will simply not be able to expand much beyond the target figures cited above. ABCD's current estimate, based on census data, on neighborhood surveys, and on preliminary results of a Division of Employment Security survey, is that there are no less than 25,000 persons in the NEC target areas who could use the Manpower services. In addition, there is a continuing inflow of migrants, both from the South and from Puerto Rico, and a large percentage of these residents will need employment assistance.



as delegate agencies for operation of community action projects) have been directly involved. For example, in South Boston, the APAC is now housed in the same building as the neighborhood employment center thus offering a full range of services in one location. In addition, the APAC-selected staff, subject to final approval by the ABCD Manpower Director. In the North End, the APAC job expeditor became supervisor of the neighborhood employment center and again the NEC and APAC are housed in the same location, and the APAC-selected staff members. In Dorchester, Jamaica Plain, and Parker Hill-Fenway, the APAC performed a major role in selecting potential NEC staff members. In the South End, negotiations are still underway on the feasibility of delegating day-to-day operating responsibility for the Manpower Program to a federation of neighborhood organizations that are already involved in employment and training activities. Such a delegation is proposed in the budget for the 1967 Manpower component.

Each of the APACs has a board of directors that is, on the average, made up of ninety per cent area residents, with fifty per cent persons with incomes below the poverty line. Thus, the involvement of these local boards in the Manpower process, while it has in some cases delayed actual provision of services, has in the long run strengthened each of the NECs, by tying it in with the local neighborhood corporation, and has also strengthened the neighborhood corporation, by involving it in, and giving it a measure of authority over, a strong service component that will serve as a means of drawing greater numbers of residents into the anti-poverty program.

A total of 1522 inner-city residents applied at neighborhood employment



centers between September, 1966, and February 17, 1967. The total number of residents who received direct assistance during that period was 943, or sixty-two percent of the total number of applicants. Assistance was provided in the following ways:

Direct Job Placement	463
New Neighborhood Youth Corps Enrollments	191
Hiring of non-professionals by ABCD (through NECs)	57
Job Corps enrollments	39
On-the-job Training placements	98
Foster Grandparents placement: recruiting and screening by Manpower staff	45

The age, sex, educational and ethnic composition of those who were placed in jobs (other placement categories have specific age requirements) closely approximate those of the total number of NEC applicants. Eighty-nine percent of those placed were unemployed at the time of placement, and only five per cent held full-time jobs--many of which were in the lowest wage categories. Six per cent of those placed had no work history, and only twenty per cent had ever held a job paying \$2 per hour or more.

#### Integration of Manpower Efforts in Boston

During the six months since the funding of the Boston Manpower Program, significant strides have been made in coordinating the work of the agencies involved in employment and Manpower efforts. Considerable work remains to be done, but progress to date is encouraging, and the results of partnerships formed thus far warrant continued support for this coordinating function within the Manpower Program.



1. ABCD-DES cooperation: In accordance with the Manpower plan originally submitted to OEO, the State Division of Employment Security has outstationed placement interviewers in each of the neighborhood employment centers. These interviewers have available the job listings received by DES, and so are able to expand greatly the possibility of placement from what ABCD could develop on its own. In practice, the DES personnel have become fully participating members of the neighborhood team in each employment center, joining in disposition conferences and staff meetings, and contributing suggestions on job development, counseling, and other matters beyond the defined scope of their jobs. As NEC operation has evolved, the placement interviewers have become part of the "placement unit" at each NEC, a unit that also includes an OJT trainer-coordinator (placement administrator), whose responsibility includes aggressive job development for candidates from a given center. The interviewers and the placement administrator work as a team in evaluating possible job openings that might fit an applicant's qualifications. This unit uses as its resources (1) the DES job listings, (2) the job-listing file developed by ABCD placement administrators, and (3) individualized job development. In addition, it also has available the various training programs, such as Neighborhood Youth Corps, Job Corps, MDTA, on-the-job training, etc.

2. MDTA coordination: Despite the late date at which the Boston Manpower Program was funded--after completion of the Fiscal 1967 State Plan for MDTA training--some progress has been made toward ensuring that MDTA courses, do, insofar as possible, meet the needs of inner-city unemployed and underemployed job applicants. A streamlined procedure has been worked out whereby applicants at the neighborhood employment centers



can go through almost all preliminary screening for MDTA courses at the NEC, without the need for referral to the downtown DES office. This procedure allows testing and counseling of the applicant to be done at the NEC, and has substantially speeded the MDTA enrollment process.

ABCD is currently planning to take an extensive role in preparation of the Fiscal 1968 MDTA State Plan, with the aim of increasing the number of training courses directed towards the needs and interest of inner-city residents. ABCD plans to ask that the 1968 state plan include funds specifically committed to basic education and pre-vocational training at several skill centers in target areas of Boston. This proposal has been presented to Division of Employment Security officials, and initial response has been favorable.

3. OJT: Both ABCD and the Boston branch of the Urban League have prime contracts from the Labor Department, Bureau of Apprenticeship and Training, for development of on-the-job training opportunities. In addition, a number of employers in the Boston area offer OJT through direct contracts from the State Division of Employment Security. ABCD has taken the initiative in coordinating OJT operations through the following steps: First, ABCD and Urban League staff meet regularly to share information on OJT openings and on candidates. Several Urban League candidates have been placed in openings developed by ABCD, and several ABCD applicants have been placed in Urban League OJT openings.

In addition, ABCD job developers have been in constant contact with major firms that offer OJT openings of their own, and a number of placements by the NECs have been in these openings. This effort to coordinate OJT operations in Boston will be maintained in the coming year.



4. Employer Training Programs: As in most areas, the majority of training in Boston is done directly by the employers at their own expense. ABCD has begun what promises to be a massive and long-term project to coordinate these training plans and to direct them as much as possible toward the needs of the disadvantaged. Among the steps that have already been taken:

- A major insurance firm has committed itself to establishing a training program for target-area residents, in which unskilled applicants will learn clerical, typing, and accounting procedures.
- The city's second largest department store has set up two training programs for applicants recruited through the NECs-- one in retail sales and one in accounting and billing. The first group of trainees is now on the job.
- The telephone company is planning a pilot training program for inner-city residents recruited through the NECs. This program will eventually qualify them for jobs paying up to \$5.50 per hour.

During the coming year, ABCD plans to involve large-scale employers in a continuing dialogue on the best methods for upgrading the disadvantaged and for opening up new jobs. Preparatory to this effort, ABCD is not conducting a study intended to determine which jobs can be broken down into component parts, thus creating more entry level positions, in occupations with good prospects for expansion. Once applicants are placed in these entry-level jobs, there will be a continuing follow-up process, through which the applicant can obtain further training, enabling him to



advance to more responsible and better paid positions.

5. Integration of Neighborhood Services: Another basic function of the Manpower Program, as mentioned above, is the use of the neighborhood employment center as a focal point for community action in each neighborhood. ABCD intends to continue in the coming year to work toward strengthening the neighborhood corporations by tying in their operations with the NECs and by giving them as large a voice as possible in the policy direction of the NECs.

#### Scope and Content

##### A. Numbers to be Served

Based on a projected 13,000 applicants during the proposed grant period (120 new applicants per month per NEC), the following projections can be made:

Direct Placement on Jobs	4500
MDTA Institutional Training	250
On-the-job Training	500
Neighborhood Youth Corps	750
Private-industry training programs, leading to jobs	600
Work orientation in skill centers	800
Job Corps	150
Direct Employment by ABCD	75
Basic Education	150
Total Placements	7775
Total Applicants placed (subtracting subsequent placements for each applicant)	6800



TIMETABLE:

The following units of the manpower component are currently operating: (1) five neighborhood employment centers, in Roxbury-North Dorchester, Parker Hill-Fenway, Jamaica Plain, South Boston, and the North End. (2) central operations and field staffs, including program administration. (3) out-stationed employment activities in the Roxbury Multi-service Center and the South End Job and Economic Center.

Additional neighborhood employment centers in Dorchester and Allston-Brighton will be opened by April 30, 1967. Property has been acquired and is undergoing renovations, and the ABCD Manpower staff, in cooperation with local Area Planning-Action Councils, is selecting staff for these units. (The Dorchester facility will also include, in the same building the APAC staff and an orientation and job exposure center to be funded under the proposed Urban Slum Employment program).

In the South End, agreement has been reached with the local APAC, the South End Neighborhood Action Program, Inc., to subcontract the operation of the employment center in that area. The subcontract will also include a continuation of SNAP's existing Job and Economic Center program. It is expected that a large South End facility will be open in May, 1967.

With all eight units open by late spring, it is expected that applicant flow will average 1500 per month, with somewhat higher rates during the summer.

Placement expectations are based on job orders and program commitments already received by ABCD and on the expectation that the current rate of activity will be maintained.



In addition, extended vocational counseling, including testing, will be made available to approximately 12,500 of 13,000 applicants, and between 500 and 1000 applicants will be referred--in many cases actually taken by a neighborhood worker--to other social service agencies in the area.

ABCD activities under the Manpower program can be grouped into two broad areas: first, outreach, screening, and referral; and, second, actual placement in jobs and training programs. Funds are requested under this proposal primarily for the first phase of the program; most training programs will be funded by other sources, although funds are requested for a portion of the staff of the Neighborhood Youth Corps work crew component.

#### Outreach, Screening and Referral

The basic outreach and screening unit is the neighborhood employment center. Each NEC is located in a storefront office in one of the anti-poverty target areas, serving a population averaging 40,000. The typical staff includes a supervisor-counselor, two vocational counselors, two placement interviewers from the Massachusetts Division of Employment Security, three neighborhood workers, four follow-up workers (part-time), a receptionist, clerk-coder, and secretary. In addition, each NEC is assigned a job developer from the central ABCD offices at 18 Tremont Street. This staffing pattern varies slightly for each NEC (see attached budgets), depending on the size of the population to be served, The incidence of unemployment, and the NEC's experience to date in adjusting to the flow of applicants.



In the first six months of the Manpower Program, the number of applicants coming to the NECs each month ranged from a high of nearly 400 in the first month that the Roxbury NEC was open to 125 for the first month's operations in Parker Hill-Fenway. It is expected that, during the coming year, the flow of new applicants will average between 175 and 200 applicants per month for each center, although there will be wide variations between any two NECs.

The employment process for the NECs begins with recruitment. In a majority of cases in the first six months of the program, applicants came into the NEC on their own, but, as the NECs become less of a novelty in the community, it is expected that the major sources of recruitment will be (1) active outreach by the neighborhood workers, non-professionals indigenous to the areas in which they are working, and (2) word-of-mouth recommendations by friends and neighbors of potential applicants.

The neighborhood workers are key figures in the NEC process, both because their familiarity with the neighborhood and its residents enables them to find the unemployed and underemployed, and because, more importantly, they provide visible success models for those who have lost hope. Because of past experiences, many inner-city residents lack motivation to seek out training and meaningful employment; the neighborhood worker can offer daily evidence that the larger community is concerned about unemployment and is willing to help, and that it is possible to "make it".

The first formal step of the NEC process is intake, in which some basic information about each applicant is recorded by the receptionist, with a minimum of formality. If the NEC loses touch with the applicant, this basic information--name, address, etc.-- will enable a neighborhood



worker to follow-up to see if service is still needed.

After seeing the receptionist, the applicant goes to the neighborhood worker, who obtains more information on educational and employment background and helps the applicant clarify his employment and training goals.

If the applicant has skills that will enable him to be placed in a job immediately, he then goes to the DES placement interviewer, who has job listings available both from the DES central files and from the special file of nearly 5000 job listings that has been compiled and is constantly being updated by the ABCD job developers. These job listings offer potential employment in virtually all fields, as indicated by a breakdown of the job listings developed by ABCD.

Group I: White-collar and OJT Placements	42%
Business and professional	4%
Data processing, business machines	4%
Office boys, messengers	1%
Security guards	6%
Clerical	19%
Retail Sales	3%
OJT	5%
Group II: Blue-collar, middle-level placements	42%
Skilled factory work	11%
Semi-skilled factory work	17%
Garment trades	4%
Warehousing and shipping	9%
Mechanics, auto repair	1%
Group III: Low-level jobs	16%
Unskilled factory work	4%
Cleaning and janitorial	6%
Laundry	1%
Food Service	2%
Other	3%



The DES placement interviewers at the NECs function as part of the NEC staff, responsible to the center supervisors, even though they remain civil-service employees paid directly by the state. In addition to fourteen placement interviewers, DES has assigned a coordinator, who holds the rank of local office manager, to ABCD central staff to integrate the work of all DES employees assigned to ABCD. In addition, DES has assigned one of its job developers to work full-time with the ABCD job development staff. In the first year of the program, when the DES ABCD partnership was an experimental one, ABCD, using OEO funds, paid all staff costs of DES employees assigned to the Manpower Program. Now that the partnership has begun to prove its effectiveness and the Labor Department's Human Resources Development Program is being implemented, DES is being asked to pick up these salaries midway through the coming grant period.

The partnership between ABCD and DES has already proved its effectiveness in winning the confidence of employers, who generally have long experience in working with DES. The partnership reflects needs and judgments that have now been recognized nationally through the establishment of the Human Resources Development Program.

Those applicants who cannot be directly placed in a job by the placement interviewer or job developers are seen by the vocational counselors, who include both trained professionals and resident non-professionals who have been through intensive training and in-service education at ABCD. The focus of counseling is not a long-range "treatment" designed to cure all an applicant's problems, but rather a relatively short-range and employment-oriented program, designed primarily



to help the applicant map a realistic plan for gaining necessary skills. Persons with other kinds of problems do come to the NECs, and many of them are referred, under working agreements in each neighborhood, to other social-service agencies, but in many cases, some of the other problems (debt, for example), will be eased if the applicant can get on the road to steady, well-paid employment.

The NEC counselor remains in touch with the applicant even after he moves into a job or training program, and is responsible for ensuring that the applicant obtains all the necessary training, and that employers honor their commitments to upgrade trainees and to make permanent jobs available to trainees who perform satisfactorily.

### Testing

Vocational and general testing is used by the Manpower Program as one means of discovering an applicant's strengths, not of screening him out of a particular program. Toward this end, the Manpower testing unit uses a variety of test instruments in addition to the standard General Aptitude Test Battery (GATB). The Wide Range Achievement Test is used to determine reading levels and make recommendations for literacy or remedial education work. (15% of applicants tested in the first five months of the program were functionally illiterate, with reading levels below sixth grade.) The Army General Classification Test and the California Aptitude Test for Occupations are used as general-purpose aids to vocational counselors in determining an applicant's interests and abilities, and the Cattell Culture-Fair Test is used as a measure of general intelligence for those applicants whose reading levels are not high enough to get a valid measure from the GATB.



Approximately 300 applicants have been tested since the start of the Manpower Program; the current testing rate is thirty applicants per week, and this rate is expected to rise in proportion to the rising influx of applicants as additional centers reach their full operating levels. During the coming nine-month grant period, approximately 1500 applicants will receive some testing as part of the pre-employment process.

Test scores are used by vocational counselors in advising applicants on career and training choices, and by job developers in tailoring placements to a candidate's abilities. The test scores are a valuable element for consideration in disposition conferences.

Funds are requested in this proposal for four vocational testers and one testing supervisor. This staff will be able to handle testing needs at the five NECs with the smallest volume of applicants. At the three largest centers--Dorchester, Roxbury, and South Boston, one vocational counselor will receive intensive training in testing methods and procedures and will be able to assume a significant share of the testing load.

The disposition conference is the point in the NEC process at which the various kinds of knowledge and expertise of the staff are brought together to work out a coherent approach to an individual's employment problems. The conference includes all staff members who have dealt with an applicant and is held for most applicants except those who are clearly ready for immediate job placement and for whom a job is available. The aim of the conference is to arrive at a consensus regarding promising vocational possibilities that can be presented to the applicant. In addition, the conferences which are held on a regular schedule at least



once each week, provide a significant opportunity for members of the NEC staff to coordinate their efforts and forge a flexible and knowledgeable employment team.

The work of the NECs does not end after placement in a job or training program. The field follow-up staff checks back on applicants at regular intervals following placement, to determine if employers have kept commitments regarding pay and upgrading, and to determine if the applicant could benefit from further service by the NEC. The follow-up staff functions in a dual role, gathering data for the continuing evaluation and feedback program of the central Manpower operation, and gathering information for immediate action by the NECs.

#### D. Placement Opportunities

The NEC process can lead to a variety of training opportunities, as well as to direct placement on jobs. Through continuing follow-up and concentration on the individual applicant, the NEC staff attempts to ensure that each individual can make use of one or several of these programs, in a coherent, logical way that will result in his becoming employable--preferably at a fairly well-paid level in a stable or growing industry--in the shortest time possible. Some of the major training opportunities are indicated below.

1. Neighborhood Youth Corps: ABCD operates an out-of-school Neighborhood Youth Corps program for 250 enrollees from Boston anti-poverty target areas. This level is not adequate for expected enrollment in the coming year and ABCD will seek increased allocations as enrollment rises. The program includes three stages of work experience: basic work crews, with five or six youths supervised by an indigenous foreman, inter-



mediate work crews, with one foreman supervising an average of fifteen youths, and detached placement, with youths working in public and private non-profit agencies under the direct supervision of agency personnel. In the coming year, ABCD plans to revise the education component of the NYC program to provide a combination of vocational and remedial education in a work-oriented setting--the skill center. Two skill centers, offering exposure to tools and practices in ten to twelve trade areas, will be opened in Spring, 1967, and NYC enrollees will receive education in these centers and, in some cases, at their work sites. In addition, some enrollees may be assigned to the skill centers full-time; the centers will become their work sites. This redirection of the program is expected to increase the "holding power" of the NYC program, and, more important, to offer enrollees a kind of vocational exposure that will vastly increase their horizons and enable them to make a more intelligent choice of vocation. Funds are requested in this proposal for fifteen work-crew foremen for the NYC program; NYC itself will supply ten foremen and all the NYC administrative and supervisory staff, and volunteers supplied by the Commonwealth Service Corps will also be used in the NYC program.

The work-crew component of the NYC program is designed (1) to increase the employability of drop-out youths by offering supervised work experience, often for the first time, and to teach acceptable work behavior and attitudes; (2) to provide basic literacy training and vocational orientation, tailored to enrollees' achievement levels, aptitudes, and aspirations; and (3) to provide a setting that will allow youths to develop a record of performance that will increase their chances of returning to school, moving into a more advanced training program, or



getting a decent, full-time job.

2. Job Corps: ABCD is the officially designated recruiter-screener for Job Corps in Boston. In the past year, the ABCD Job Corps coordinator has succeeded in establishing channels of communication with Job Corps headquarters that assure each enrollee of being sent to a camp that is suited to his background, interests, and abilities, and that provide for a maximum of flexibility and choice on the part of the enrollee. As a result, Job Corps enrollment in Boston in the first five months of the Manpower Program exceeded the yearly enrollment quota, and the dropout rate of Boston youths recruited by ABCD has been less than 10%--or less than one-third of the national average. Although Job Corps will remain a relatively small part of the total ABCD Manpower Program more than 150 will be enrolled in the coming grant period,--the program as it is now operating is of great value for a particular segment of "hard-core" youth who need to get away from an unfavorable home atmosphere.

ABCD has been asked by Job Corps to submit proposals for a supervised residence for graduates and returnees and a recreation center for Job Corpsmen visiting Boston on weekends. Work is also underway in connection with national Job Corps headquarters on developing a model of a decentralized Job Corps center, in which the bulk of training would be provided by private industry.

Funds are requested in this budget for a two-man Job Corps staff, to handle a volume of applicants that is expected to be three times ABCD's original quota.



3. MDTA Skill Training: Procedures have been worked out with DES whereby NEC applicants can be enrolled in existing MDTA institutional training courses with a minimum of red tape. Testing and screening of applicants will be done at the NEC, with enrollment in the MDTA course subject only to a final, pro forma interview. This procedure is expected to increase the use of the MDTA courses by the inner-city population, which, up to now, has not been able to benefit from the MDTA program to the extent intended by Congress.

A major obstacle to full use of MDTA facilities in the past year has been the relative scarcity of training in accessible locations in the inner-city. For example, only one auto mechanics' course was offered in Boston in the past fiscal year. Many courses are offered only in suburban locations that, although they are within the Boston standard metropolitan statistical area, are in fact inaccessible to inner-city residents. In the coming year, ABCD plans to make a major effort to redirect the MDTA program, through inclusion in the fiscal 1968 MDTA state plan of courses specifically tailored to the needs of the inner-city, and offered, in cooperation with ABCD, at accessible locations, including skill centers.

ABCD is also requesting inclusion in the state plan of a number of open-ended MDTA training slots, that will combine basic education and pre-vocational education, in curricula designed on an individual basis for each applicant. These open-ended courses will be designed to lead directly into either standard institutional training, or, more likely, into on-the-job training.

4. On-the-Job Training: ABCD currently is a prime contractor with the Bureau of Apprenticeship and Training, Labor Department, for 250 OJT



openings. These slots, and additional ones as needed will be used in a coordinated approach with training programs supported entirely by private industry (see below) to offer a wide range of opportunities, including jobs at several levels in a number of occupational areas. Funds are requested in this proposal for twelve placement administrators, who develop on-the-job training placements, as well as developing direct job placements, and who supervise applicants who have been placed in OJT slots, checking on their progress and bringing problems to the attention of the appropriate EEO staff members. Funds are also requested for one clerk-typist for the placement administration unit. Bureau of Apprenticeship and Training funds will be used to provide a director, deputy director, and secretary for this unit. An additional staff member in the placement administration unit is being provided by DES.

5. Industry Training: ABCD has arranged with a number of employers, including automobile distributors, insurance companies, department stores, and the telephone company, to provide special training programs for applicants recruited by ABCD, in addition to the ordinary training provided by these companies for employees hired through traditional channels. These training programs, and the additional ones that will be negotiated during the coming grant period, represent a major breakthrough in the Boston area --one that will ultimately lead to widespread revision of too-rigid qualification standards for hiring in a number of occupations. Through these training programs, ABCD and the companies involved hope to demonstrate, as similar programs in New Haven demonstrated, that inner-city residents, though they may not have the standard academic qualifications, are capable of becoming reliable and skillful workers.



6. Adult Literacy: Boston has an extremely large number of adults who are classified as functionally illiterate--below eighth-grade reading level. The Boston Public Schools, in cooperation with the State Department of Education, are now embarking on a major program throughout the city. ABCD has made preliminary arrangements to have a number of these classes located in NECs and other community action facilities, and to have services provided on a priority basis for NEC applicants.

7. Skill Centers: In the coming year, ABCD plans to open at least two, and possibly four skill centers that will offer workshops in a dozen different skill areas. These workshops will be used for pre-vocational exposure programs, in which youths and adults will engage in programmed sessions in which they will learn the use of basic tools in each shop and gain some experience in how it feels to work in each area. Programs will also be established to offer more concentrated training to those who are interested in a specific skill area. The aim of the skill centers will not be to produce fully trained workers whose skills are competitive with those of workers already employed in industry, but rather to prepare applicants for a more advanced training program, such as OJT or regular MDTA institutional courses.

The skill centers will also include facilities for basic education. In cooperation with local experts, ABCD's education department is developing curricula for vocationally-oriented basic education, to be given at the skill centers and at OJT sites. These classes will, for most NEC applicants, have more immediate relevance than the more purely academic basic education now offered through the public school system, and so will involve the applicants in a dual pre-vocational program one that combines basic education from the start with skill orientation and training.



D-OUTSTATIONED PERSONNEL

Because of severe unemployment problems in Roxbury and the South End, and because of financial restrictions that threaten to curtail existing programs, the AECOD Manpower component includes basic personnel costs for a three-man staff at the Roxbury Multi-Service Center and a four-man staff at the South End Job and Economic Center. These personnel were previously paid from OEO GAP funds and their transfer to the Manpower budget is a means of coordinating these units with the citywide manpower operation.



E. Central Operations:

In addition to NEC operation and the various placement-oriented activities described above, ABCD is requesting CAP funds for a central staff to administer and evaluate the overall program coordinate ABCD Manpower operations with other employment-related activities in the area, and provide planning for future programs and for improvement of existing ones. Given the size of this task, the central administrative staff of nine professionals represents a minimum level.

Several other components of the Manpower Program are based at ABCD headquarters in downtown Boston, but actually function as field operations. The Placement Administration unit is housed downtown, but each NEC has a placement administrator assigned to it to perform job development for its applicants. Likewise, the testing department is housed downtown, but its entire staff goes out to the NECs for testing. Follow-up and labor-market analysis are also downtown-based functions, but ones that are applied on a day-to-day basis at the NECs. Of the 154 employees requested, fifteen, or ten per cent, are administrative, twenty-seven or seventeen per cent, are based downtown but perform field functions, and 112 or seventy-three per cent, are field-based personnel.

F. Ancillary Services:

As ABCD moves into its second six months of experience with the Manpower Program, there will be an increasing focus on directing the available health, welfare and social services in the inner-city to NEC applicants in such a way that applicants receive those services they need



to make them employable--not necessarily an entire range of services designed to solve all the psychosocial problems of any one applicant.

1. Health: ABCD's newly organized Health Division will arrange coordination of existing services offered by the Boston City Health and Hospitals Departments, with priority to go to persons who are being served by the ABCD Manpower Program and by other major ABCD operations, such as Head Start.

2. Legal Services: A city-wide Legal Services Program, to include both civil and criminal representation, has cleared a number of obstacles and is now in the final stages of negotiation between ABCD and OEO. If approved, this program will be used specifically by Manpower staff members to find solutions to immediate, pressing problems that may bar the way to employment (e.g., outstanding liens and judgments, parole questions, etc.). Procedures are being worked out between the ABCD Legal Services Division and ABCD-Manpower to provide for rapid priority service for Manpower applicants. In addition, staff at the NEC level have already established working relationships with parole and court officials, throughout the city, and one placement administrator devotes the major portion of his time to developing jobs for applicants with criminal records.

3. Literacy Training: As indicated above, adult literacy classes will be offered in the NECs and other community action facilities through the Boston School Department's Adult Literacy program.

4. Social Services: Coordination and mobilization of social services in the coming grant period will be decentralized to the neighborhood level, with the local Area Planning Action Councils playing a major role. Under the leadership of the APACs, available social services in each



target area are being reorganized and redirected, so that services will be concentrated and given on a priority basis to those who are benefiting from the basic ABCD opportunity programs, such as Manpower and Head Start.

G. Program Development:

The basic operating mechanism of the Manpower Program--the network of eight NECs--is just reaching maturity, but ABCD does not intend to limit its services merely to what is available through this network and through the existing supplementary Manpower Programs such as NYC and OJT. Program development in the coming year will concentrate on filling the gaps in the overall Manpower system in the Boston area and in tying together existing resources for more effective service to the inner-city population.

The basic program development activities in the coming year will fall into two general areas: creation of new programs under ABCD aegis, and integration of existing resources.

New Programs: The Manpower Program development staff will work with state and federal officials to develop program proposals for (1) a Vocational Rehabilitation Administration project in the Columbia Point housing project, designed to open employment opportunities to inner-city residents who have been trapped in the by-now-traditional cycle of welfare dependency; (2) "new careers" for inner-city residents under the Nelson and Scheuer Amendments to the Economic Opportunity Act; (3) a supervised residence for Job Corps graduates and returnees, enabling them to settle into a job with a minimum of reorientation problems (this will be combined with a recreation center, USO-style, for New England Job Corps enrollees), and (4) skill-center programs offering basic education, pre-vocational



training, and some vocational instruction to a large number of inner-city residents, including youths both in and out of Neighborhood Youth Corps and adults who have erratic work histories or who have no marketable skills.

Coordination of Resources: The program development staff of Manpower will also play a major role in tying together existing services for better service to the inner city. The Manpower staff is currently preparing plans to be included in the fiscal 1968 Massachusetts State Manpower Development Plan, which allocates funds for MDTA training projects. Prior to this year, Community Action Agencies, because of their lack of experience with Manpower Programs, have not been able to have a significant voice in setting MDTA priorities and in assuring that a major portion of MDTA resources is committed to the inner-city population. A second major area of program development along the same lines will be in working with private industry to devise recruitment and training plans to be administered through the ABCD Manpower Program. ABCD's Manpower Program development staff has been supplying and will continue to supply, interested firms with expertise in operating such programs, and will establish standards, for ensuring maximum opportunity for NEC applicants, including commitments by employers for upgrading and pay raises, lowering of unnecessary hiring qualifications, etc.

ABCD's approach to program development is one of action, oriented to the needs of the NEC applicants. Program development work currently underway is not based on an abstract plan for a perfect Manpower system but on a pragmatic assessment of the needs as they exist in Boston and as they are relayed up by the NEC staff. A major example of this pragmatic approach is ABCD's current emphasis on a skill center program of



pre-vocational education and orientation. Large numbers of NEC applicants, who currently possess qualifications only for low-paid and "dead-end" jobs, have expressed a general interest in vocational training, but they have neither the range of vocational experience nor the qualifying scores on GATB tests to move directly into a formal vocational training program. These applicants, and the NEC staff who have worked with them, have demonstrated the need for a pre-vocational program to fill the gap, and, as a result, the ABCD program development staff is making a major effort in this area. This approach to program development--linking the planning of new operations with constant feedback from the neighborhood level, ensures that the Manpower Program will retain its primarily operational emphasis. It also reflects a continuation of the "planning-in-action" approach developed by Community Progress, Inc. in New Haven.

#### H. Follow-up, Data Collection, Evaluation and Budgeting

1. Follow-up and evaluation: The ABCD Manpower Program maintains a constant feedback mechanism through the use of part-time follow-up workers who check on applicants' progress in placements received through the NECs and who produce continuing reports on new service needs, as reported by the applicants.

Used with the basic data on applicants gathered by the NEC staff, the follow-up material permits compilation of regular progress reports, showing who has been placed where, and permitting a computer-based data retrieval operation that can break placements down by applicant characteristics and so reveal which groups are being helped most by the NECs and which need more concentrated effort, or perhaps new programs. This basic computer system is now being put into effect, using an Olivetti Programma desk computer purchased under the current Manpower grant, but not delivered until the end of January, 1967.



Evaluation material gathered by the follow-up workers, and that produced by the computer system, will be used for monthly re-appraisals of the entire Manpower system, and possible redirection of resources.

For the applicant, follow-up represents an attempt by ABCD to provide regular and continuing employment service. On a follow-up visit, the applicant is invited to discuss any employment problems his family may be experiencing, so that the NEC can deal with unemployment and under-employment on a family-oriented basis before it becomes a severe welfare problem that threatens family stability.

On follow-up visits, former applicants are informed of current ABCD services and activities, and assistance is offered to any applicant who wishes to take advantage of these opportunities.

Follow-up workers also ask all former applicants for specific criticisms and suggestions, which are then fed into the regular evaluation process. Through this process, the target area population is regularly and continually involved in the planning of Manpower Programs and in correcting shortcomings in existing programs.

In addition, there are several incidental benefits from the use of follow-up workers:-

- a.) NEC Hours: Since follow-up workers operate primarily evenings and weekends, they are able to keep the NECs open at times when the regular staff might otherwise not be available. (Although the regular NEC staff in each area will man the NEC at least one evening a week). Many applicants will therefore be able to stop by the NEC in the early evening to seek information or make appointments. In particular, the after-hours activity at the NEC will benefit the underemployed, who may be at work during the



regular NEC hours.

- b.) Field Experience: Since follow-up workers operate primarily in the field, the jobs provide excellent training and exposure to the duties of full-time Neighborhood Workers, and the major resource for filling these Neighborhood Worker slots in the future will be the follow up staff.
- c.) Involvement of the Poor: The follow-up staff is recruited from MCO applicants who fall within the target population. Whatever shortcomings in experience there may be in this group has been more than balanced in practice by rapport with other applicants and enthusiasm for the program. This rapport in turn leads to more involvement in the program on the part of the community as a whole--far more than if follow-up were done exclusively by, say, teachers, college students, or other middle-class staff.

This proposal requests a part-time follow-up staff of thirty--four each in Dorchester, Roxbury, South End, and South Boston, three each in the other four NECs, and two located at headquarters. In addition, there will be a full-time follow-up and evaluation coordinator. At each of the centers, one of the follow-up workers will be designated as a local supervisor and will handle local administrative and paperwork responsibilities although he will still spend more than fifty per cent of his time in the field. There will be approximately 375 follow-up interviews per week, or 15,000 in the nine-month grant period.



2. Data Collection: Work is currently in progress to compile complete data blanks on all NEC applicants and on all job orders developed by the ABCD Placement Administration unit. These data banks will be used in the coming year for a computer-matching program that will attempt to link applicants with jobs that offer promising opportunities. Learning from experience in other areas with such matching systems, ABCD will attempt to categorize applicant's skills in the broadest possible manner, so that applicants will not be cut off from possible jobs, but rather will be presented with a variety of job possibilities, all offering a good chance of success. Coupled with the teletype "hot line" system for relaying job orders and referral information throughout the network of NECs, this computer operation should make it possible to find high-quality placements for all qualified applicants within a very short time--possibly as little as a week to ten days once the system is functioning--although there will be made the same day that the applicant first walks into the NEC.

The Labor-Market Analysis unit of the Manpower Program will be a key element in making the data system workable and reliable. Working with assistance from DES and outside experts, the Labor Market team will develop a system for categorizing job orders by quality of the job, skills required, and opportunity for growth of the industry, as well as opportunity for individual mobility within the industry. This rating system will be used as a guide for placement staff and counselors at the NECs in their effort to find the best available job for each applicant.

As a result of day-to-day experience with the Manpower Program in the past five months, the Labor-Market Analysis unit has taken over much of the day-to-day responsibility for operation of the data system. This



has permitted elimination, in the proposed budget, of several positions in the current operating budget that were assigned specifically to data collection activities.

#### I. Budgeting and Planning

Because of the extensive field operations in the Manpower Program, and the relatively small number of administrative staff in a position to oversee the entire operation, it is essential that there be quick and accurate procedures for measurement of program performance, definition of objectives, and weighing of alternatives. With the use of computerized data, ABCD is now in the process of setting up a comprehensive planning and budgeting system that will permit these top-level executives to explicitly associate input and output in a given NEC or in a given training program, coordinate program planning with budget limitations and priorities, and permit comparison among and within programs of the effectiveness with which scarce program resources are being used.

This budget system, as well as day-to-day administrative procedures, will be the primary responsibility of the project controller and the office manager.

#### J. Resident Participation

In addition to the basic control mechanisms that the inner-city residents of Boston exercise over the entire ABCD program: (50% of ABCD board members are from the target population, two-thirds of the Area Planning-Action Council members have incomes below the poverty line) the Manpower Program includes a direct and continually felt degree of resident participation in both planning and action. The program is built around the applicants who come into the NECs, and it is their needs and desires that shape the activities of the NEC staff.



More specifically, the Manpower Program has hired, and will continue to hire, a large number of indigenous non-professionals for staff positions, both in the NECs and in the units operating out of ABCD headquarters. These residents will bring first-hand knowledge of the problems of their community to the program. In addition, the Manpower Program in each of the target areas has been developed in cooperation with the local Neighborhood Area Planning-Action Council, and the program will be subject to continuing review by those councils. In one target area, the South End, it is ABCD's intention to subcontract the program to a responsible and representative neighborhood group, including several agencies with manpower expertise, as well as the APAC.

#### K. Conclusion

ABCD is entering a period in which it must make the maximum possible use of its scarce resources and must concentrate its ability to serve around several major opportunity-oriented programs. In the short time that the Manpower Program has been in operation, it has exceeded original estimates of the number of citizens who would use the services, it has begun the massive task of coordinating and expanding training opportunities for inner-city residents, and it has placed a large number of persons directly into jobs. The immediate need of most of the poor is for a job, or for money. Manpower offers a practical, direct, and immediate response to this need, and provides a major focus around which other services can be oriented. It is the central program thrust of ABCD's effort in the inner-city.



# Neighborhood Employment Center Staffing Pattern:

Roxbury: supervisor  
2 counselors  
2 placement interviewers  
3 neighborhood workers  
secretary  
clerk-coder  
intake-interviewer  
4 follow-up workers  
social service coordinator

Dorchester: supervisor  
2 counselors  
2 placement interviewers  
4 neighborhood workers  
secretary  
clerk-coder  
intake-interviewer  
4 follow-up workers

South Boston: supervisor  
2 counselors  
2 placement interviewers  
3 neighborhood workers  
secretary  
clerk-coder  
intake-interviewer  
4 follow-up workers

Jamaica Plain: supervisor  
2 counselors  
2 placement interviewers  
3 neighborhood workers  
secretary  
clerk-coder  
intake-interviewer  
3 follow-up workers

South End: Proposed subcontract for operation of the South End program will include salaries for a supervisor, two counselors, two placement interviewers, four neighborhood workers, secretary, clerk-coder, intake-interviewer, and four follow-up workers. A job developer from the placement administration staff will also be assigned to the South End. Further personnel modifications may be made, subject to OEO approval, as other agencies in the South End are able to contribute their resources to the design of a comprehensive program.



Parker Hill-Fenway: supervisor  
counselor  
2 placement interviewers  
3 neighborhood workers  
secretary  
clerk-coder  
3 follow-up workers

North End: supervisor  
counselor  
placement interviewer  
2 neighborhood workers  
secretary  
clerk-coder  
3 follow-up workers

Allston-Brighton: supervisor  
counselor  
placement interviewer  
2 neighborhood workers  
secretary  
clerk-coder  
3 follow-up workers

Classification of OEO-funded positions:

Professional: 51 (33%)

Non-professional: 103 (67%)

Note: residents without professional qualifications will be hired for a limited number of professional slots and will be given intensive training by ABCD.

Central Program Administration: 15 (10%)

Field Services, operating out of headquarters: 27 (17%)

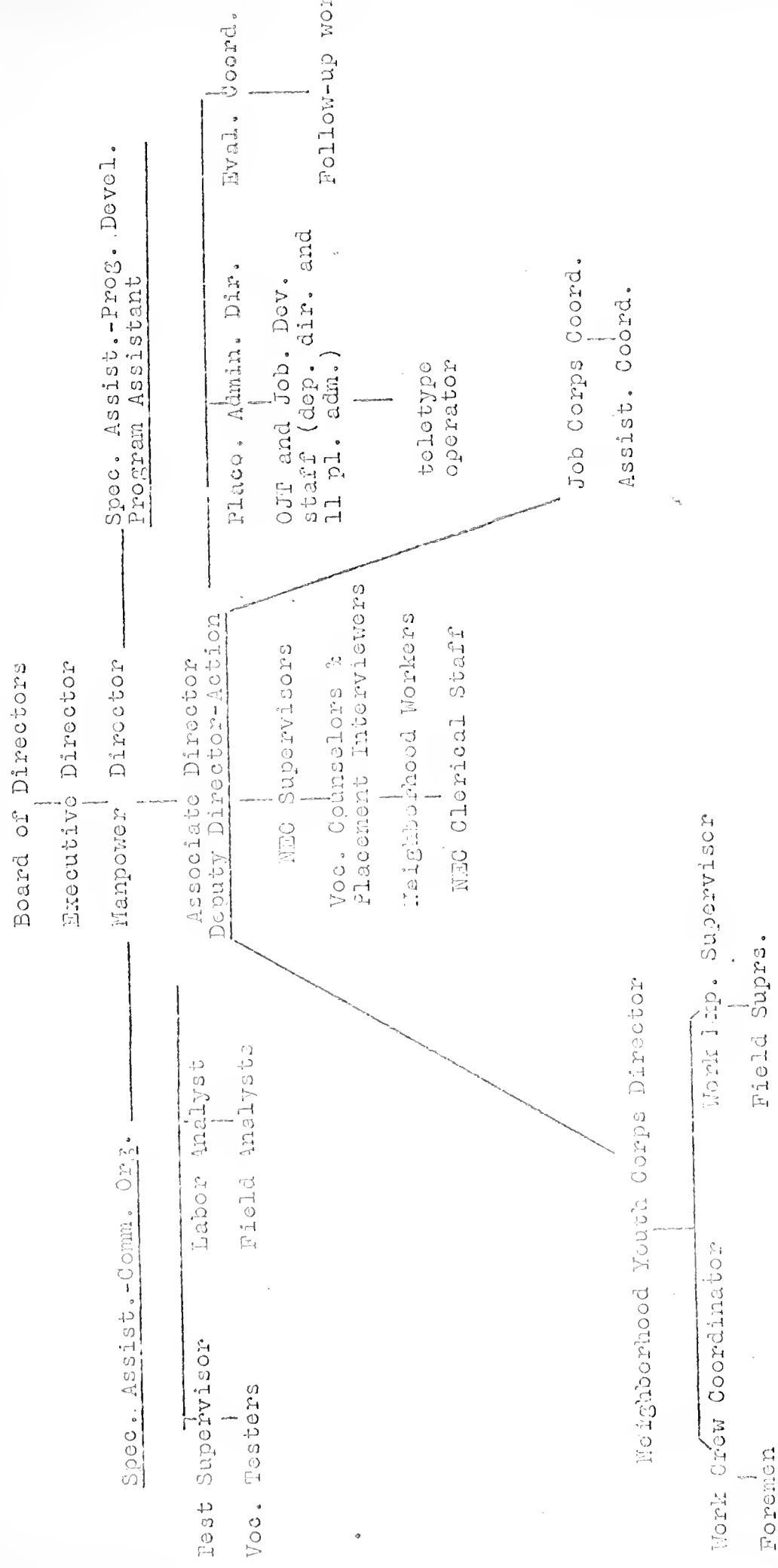
Field Staff: 112 (73%)

Inner-city residents required: 90 (59%)

Open, with preference to qualified inner-city residents: 64 (41%)



ABCD MANPOWER DIVISION  
ORGANIZATIONAL CHART





# BUDGET SUMMARY

	TOTAL	SPONSOR	FEDERAL
PERSONNEL	\$798,424	\$103,500	\$694,924
CONSULTANTS & CONTRACT SERVICES	50,634	10,400	40,234
TRAVEL	23,259	7,839	15,420
SPACE	40,000	3,300	36,700
SUPPLIES	10,890	--	10,890
EQUIPMENT	11,664	8,000	3,664
OTHER COSTS	42,480	9,000	33,480
TOTAL	\$977,351	\$142,039	\$835,312



ABCD MANPOWER PROGRAM  
April-December, 1967

PERSONNEL

<u>Job Title</u>	<u>Sal. Range</u>	<u>Average</u>	<u>9-month Cost</u>
<u>A-Central Staff Professional</u>			
Director	15,000	15,000 <sup>1</sup>	11,250
Associate Director	13-15,000	14,000	10,500
Deputy Director-Action	11.5-13,000	12,500	9,375
Spec. Asst.-Community Org.	11-13,000	12,500	9,375
Project Controller	9-11,000	9,000	6,750
Spec. Asst.-Prog. Develop.	7.5-9,000	8,000	6,000
Office Manager	7-8,000	7,725	5,794
Labor Market Analyst	9-11,000	10,500	7,875
Evaluation Coordinator	7-8,000	7,800	5,850
Voc. Tester Supervisor	7-8,000	6,750	5,062
Sub-total			77,831

B-Central Staff, Clerical

Secr.-Director	52-6,000	5,680	4,260
Secr.-Assoc. Director	48-5,200	5,000	3,750
Secr.-Deputy Director	48-5,200	5,000	3,750
Secr.-Testing	48-5,200	5,000	3,750
Admin. Secr.	5-6,000	5,800	4,350
Clk.-Typist-Analy. and Eval	4-4,500	4,200	3,150
Clk.-Typ. Place. Admin.	4-4,500	4,200	3,150
Sub-total			26,160

C-Field Staff, Operating out of 18 Tremont Street

1 Labor Field Analyst	52-6,000	5,600	4,200
4 Voc. Testers	6-7,000	6,500	19,500
8 Place. Administrators	7-8,000	7,400	44,400
Sub-total			68,100

<sup>1</sup> Director will be paid \$18,000 annually, with \$3,000 to come from non-OEO funds



D-NEC Staff, Professional (35)

8 Counselor-Supervisors	8-9,000	8,250	49,500
11 Counselors	7-8,000	7,200	53,400
1 Social Service Coord.	6-8,000	7,000	5,250
Sub-total			108,150

E-NEC Staff, Non-professional (53)

22 Neighborhood Workers	5-5,600	5,400	89,100
8 Secretaries	44-4,800	4,500	27,000
8 Clerk-coders	44-4,800	4,500	27,000
5 Intake-Interviewers	4-4,500	4,100	15,375
Sub-total			158,475

F-Neighborhood Youth Corps Support (33)

15 Work Crew Foremen	52-5,500	5,500	62,625
Job Corps Coordinator	65-7,000	6,700	5,025
Asst. J.C. Coordinator	52-5,600	5,400	4,050
Sub-total			71,700

G-Follow-up and Data Non-professional (30)

28 Follow-up Workers	21-2,600	2,500	52,500
Teletype Operator	52-5,600	5,400	4,050
Asst. Teletype	45-5,000	4,800	3,600
Sub-total			60,150

H-Roxbury Multi-Service Center Manpower Staff (3)

Employment Supervisor	65-7,500	7,000	5,250
2 Employment Counselors	6-7,000	6,500	9,750
Sub-total			15,000



# I-South End Job and Economic Center

Job Development Specialist	7-9,000	8,755	6,566
Secretary	44-4,800	4,500	3,375
Neighborhood Worker	52-5,600	5,200	3,900
Public Assistant Spec.	6-7,000	6,500	4,875
Sub-total			18,716

## J-Volunteers and Additional Services (local share)

8 Employment Center Aides (vol.)	18,000
3 Job Corps Aides (vol.)	6,750
5 NYC Foreman Aides (vol.)	11,250
8 NYC Field Workers (vol.)	18,000
8 Basic Education Teachers \$25/wk. (part-time)	7,800
Volunteer Prof. Services	11,700
Summer Job Program Stipends	30,000
Sub-total local share personnel	103,500

## PERSONNEL SUMMARY

Salaries and Wages: 707,782

### Fringe Benefits

A-FICA @ 4.4%  
B-Workmen's Comp. @ 1.35%  
C-Health Insurance @ 1.25%  
D-Retirement @ 8.0%

Total Fringe Benefits: 15% = 604,282\* 90,642

TOTAL PERSONNEL COST 798,424

Sponsor's Share 103,500  
Federal Share 694,924

\*Excludes volunteers



## GENERAL PERSONNEL POLICIES

The following positions would be added to those currently filled if the entire component is funded:

Group A: none

Group B: none

Group C: 1 vocational tester

Group D: 1 NEG supervisor  
4 Vocational Counselors  
5 DES Placement Interviewers

Group E: 8 Neighborhood Workers  
3 NEG Secretaries  
3 Clerk-coders  
2 Intake-Interviewers

Group F: none

Group G: 18 Follow-up Workers ( $\frac{1}{2}$  time)

Group H: none

Group I: none

Salaries for all professional positions above \$3,000 per year remain unchanged. For non-professionals and those earning less than \$3,000 per year, the budget includes allowances for normal annual increments, averaging 3%. Increments are calculated on the basis of standard ABCD personnel policies.



## II. CONSULTANT AND CONTRACT SERVICES

### Federal Share

Counseling & Testing 25 hrs./mo. @ \$10/hr.		2,250
Labor Analysis 10 hrs./mo. @ \$10/hr.		900
OJT & Placement 10 hrs./mo. @ \$10/hr.		900
Voc. Ed. & Curric. 30 hrs./mo. @ \$10/hr.		2,700
Audit & Budget 10 hrs./mo. @ \$10/hr.		900
		1,800
Delivery Service \$200/mo.		
<u>Division of Employment Security</u>		
<u>(April 1 - July 1)</u>		
Coordinator @ \$533/mo.	2,500	
Job Developer @ \$533/mo.	1,900	
14 Placement Interviewers @ \$600/mo.	25,200	
	29,600	
Total Salaries	1,184	
Fringe Benefits @ 4%	30,784	
Total DES		30,784
		40,234

### TOTAL

### Local Share

N.E. Telephone Co.-teletype	900	
N.E. Telephone Co.-installers	6000	
Filene's	3500	
		10,400

Total

50,634

### TOTAL

## III. TRAVEL

### Federal Share -

Rental, 2 cars @ \$200/mo. (includes parking, gas, oil)	3600
*Inter-city, 90 days @ \$16 per diem plus \$1800 transportation expense	3240
Follow-up, 250 visits/wk. @ 40¢	3120

\*To attend OEO and other federal conferences, visit Manpower projects in New Haven, Washington, New York, and Chicago, and attend meetings of the National Association for Community Development



Local Travel PAs & Labor Anal. 100 mi. per week, 14 persons	5,460	
Total		15,420

#### Local Share

Use of 5 donated cars @ \$150 per month	6,750	
Parking rate reduction for PA Staff	<u>1,089</u>	
Total		<u>7,839</u>
TOTAL		23,259

#### SPACE

<u>Federal Share</u>		
18 Tremont Street: 3000 sq. ft. @ \$4/yr.	9,000	
7 NECs: 8400 sq. ft. @ \$4/yr.	25,200	
Utilities and Maintenance (elec. 18 Tremont St. repairs, ltg. NECs)	<u>2,500</u>	
Total		36,700

#### Local Share

North End Union-1100 sq. ft. @ \$4/yr.	<u>3,300</u>	
TOTAL		40,000

#### SUPPLIES

<u>Federal Share</u>		
\$10/mo., per employee, (all federal share) 121 employees		10,890

#### EQUIPMENT

<u>Federal Share</u>		
Rental of 37 typewriters @ \$8 per month	2,664	
Office Equipment Purchases	<u>1,000</u>	
Total		3,664



Local Share

Use of Skill Training eq.	3,000	
Total		8,000
TOTAL		11,664

VII. OTHER COSTS

Federal Share

Equipment Maintenance	525	
Printing & Duplicating	900	
Conf. Expenses	1,500	
Postage @ \$18/mo.	135	
Library @ \$75/mo.	675	
Telephone @ \$250/center/mo.		
3 centers	13,000	
Central @ \$27/line,		
15 lines	3,645	
Teletype @ \$90/mo.,		
10 units	<u>8,100</u>	
Total		33,430

Local Share

Layout and printing of pamphlets and brochures (donated)	9,000	
Total	<u>9,000</u>	
TOTAL		42,430



## SUMMARY-LOCAL SHARE FOR MANPOWER COMPONENT

### I-PERSONNEL

16 1/2-time employment center volunteer aides @ \$1500/yr.	18,000
3 Job Corps Aides (volunteer) @ \$3,000/yr.	6,750
5 NYC Foreman Aides (CSC) @ \$3,000/yr.	11,250
3 NYC Field Workers (CSC) @ \$3,000/yr.	18,000
8 Basic Education Instructors: 3 hrs./wk @ \$3.125/hr.	7,800
Legal Services: 20 hrs./wk. @ \$8 per hr.	6,240
Physicians' Services: 10 hrs./wk. @ \$11 per hr.	4,290
Volunteer Teachers: 10 hrs./wk. @ \$3 per hr.	1,170
Assoc. Industries of Mass. Summer Employment Program: 50 jobs @ \$600 (average) for NEC applicants	30,000

Total Personnel	103,500
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### II-CONSULTANTS AND CONTRACT SERVICES

New England Telephone Company: teletype training for 10 staff 2 weeks' training @ \$45 per wk.	900
New England Telephone Company: special training course for NEC applicants not meeting company standards to qualify 24 applicants as installer-repairmen. Cost of training course estimated by company at \$250 per trainee	6000
Filene's Specialty Store: pre- employment orientation and training for 100 specially recruited appli- cants for sales and billing posi- tions, at average cost of \$35	3500

Total Consultants and Contract Services	10,400
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### III-TRAVEL

Donation, for 9 months of five  
new cars, by cooperating auto  
dealers. Cars valued @ \$150/mo.  
9 months 6,750  
\$11 per month reduction in parking  
rates for 11 placement adminis-  
tration staff, 9 months 1,089

Total Travel 7,839

### IV-SPACE

1100 sq. ft., North End Union,  
for use as North End Neighborhood  
Employment Center. Space valued  
@ \$4 per sq. ft. per yr. (9 mos.) 3,300

### V-EQUIPMENT

Use of training equipment at  
Hanscom AFB for NYC enrollees.  
Equipment valued at \$320,000.  
(1/3 use by NYC x \$320,000 x  
10% annual depreciation x  
9 months) 8,000

### VII-OTHER COSTS

Preparation, layout, and printing  
of 360,000 brochures on Manpower  
program for house-to-house  
distribution in inner city @ 2.5¢  
each 9,000

Total Local Share 142,039



## JOB DESCRIPTIONS--MANPOWER DIVISION

### Manpower Director

Qualifications: Master's Degree (or its equivalent in experience) in labor-management relations or public administration, plus extensive experience in employment and job-training fields

Duties: Directs ABCD Manpower program  
Develops working relationships with local, state, and federal agencies dealing with employment and training programs  
Coordinates Manpower with other programs within ABCD

Salary: \$16-19,000 per year (\$15,000 paid out of federal funds)

### Associate Director

Qualifications: Bachelor's degree plus experience in employment and training fields.

Duties: Responsible for day-to-day supervision of neighborhood employment center operations  
Coordinates work of department heads within Manpower division  
Assists the Manpower director and substitutes for him during the former's absence

Salary: \$13,000-15,000 per year

### Deputy Director-Action

Qualifications: Bachelor's degree and/or equivalent experience in employment and community action activities. Familiarity with problems of specific neighborhoods in Boston

Duties: Assists associate director in coordinating activities of departments with the Manpower division

Works on a day-to-day basis with NEC supervisors, training staff and working out efficient procedures within each NEC

Exercises day-to-day responsibility over Manpower units concerned with data collection and evaluation

Salary: \$11,500-13,000 per year

### Special Assistant-Community Organization

Qualifications: Minimum five years' experience in community organization civil rights, and community action work. Familiarity with neighborhood organizations in Boston.

Duties: Liaison with Area Planning Action Councils and other neighborhood groups on manpower activities

Represents the manpower director in contacts with industry and training organizations



Salary: \$10,000-13,000 per year

Project Controller

Qualifications: Bachelor's degree plus experience in business or public administration, knowledge of budgeting, accounting, and supply procedures.

Duties: Responsible for processing of all administrative matters within manpower division, including personnel, supplies, and equipment

Prepares and updates budgets for components with manpower, and oversees spending by various manpower units.

Salary: \$9,000-11,000 per year

Special Assistant-Program Development

Qualifications: Bachelor's degree plus experience in community action projects and writing ability

Duties: Prepares program proposals, amendments, final reports, etc.

Writes reports for Manpower director, ABCD Executive Director, Board of Directors

Supplies information on Manpower to outside groups and other communities.

Salary: \$7,500-9,000 per year

Office Manager

Qualifications: Typing ability, experience in personnel and office management

Duties: Manages clerical aspects of Manpower program and assists project controller in managing business aspects of the program.

Schedules secretarial work

Attends to supply needs of Manpower department

Salary: \$7,000-8,000

Labor Market Analyst

Qualifications: Master's degree in economics or industrial relations, or equivalent in experience in statistical analysis, activities, and job duties analysis.

Duties: Analyze job openings in Boston, pointing out expanding industries and occupations that offer opportunity for individual mobility

~~Identify areas of major manpower shortages for guidance in~~



Establish and maintain Manpower library, publish and distribute relevant materials to ABCD staff

Salary: \$2,000-11,000 per year

Evaluation Coordinator

Qualifications: Bachelor's degree and experience in research and data collection plus report-writing ability

Duties: Supervises field follow-up staff

Compiles follow-up data and analyzes it, suggesting changes in program to manpower program administration staff

Trains follow-up workers

Develops referral sources for NEC applicants who are contacted by follow-up workers

Salary: \$7,000-8,500 per year

Duties: Manages clerical aspects of Manpower program and assists project controller in managing business aspects of the program

Schedules secretarial work

Attends to supply needs of Manpower department

Salary: \$7,000-8,000

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Qualifications: Master's degree in economics or industrial relations, or equivalent in experience in statistical analysis, industry and business management and personnel activities, and job duties analysis.

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Identify areas of major manpower shortages, for guidance in preparing training programs

Establish and maintain Manpower library, publish and distribute relevant materials to ABCD staff

Salary: \$9,000-11,000 per year

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Duties: Supervises field follow-up staff

Compiles follow-up data and analyzes it, suggesting changes



in program to manpower program administration staff

Trains follow-up workers

Develops referral sources for NEC applicants who are contacted by follow-up workers

Salary: \$7,000-8,500 per year

#### Vocational Tester Supervisor

Qualifications: Master's degree and/or equivalent experience in vocational testing, counseling, and psychology. Supervisory experience in community action or social service fields.

Duties: Trains and supervises staff of four vocational testers

Selects and evaluates various testing instruments, establishes procedures for use of tests

Arranges for training of NEC staff members in use and interpretation of tests

Salary: \$7,000-9,000 per year

#### Program Assistant

Qualifications: Bachelor's degree or equivalent experience, plus ability to write clear concise reports

Duties: Aid the special assistant-program development in researching and writing proposals

Write weekly reports on manpower activities for distribution within ABCD "

Write manpower material for radio, TV, and other mass media distribution

Salary: \$6,500-8,000 per year

#### Labor Market Field Analyst (2)

Qualifications: Two years of college plus mathematical ability

Duties: Gather data from industry on expansion plans and personnel policies

Assist Labor Market Analyst in coordinating manpower statistical information

Salary: \$5,200-6,000 per year



### Job Corps Coordinator

Qualifications: Bachelor's degree or equivalent experience, ability to communicate effectively with inner-city youth

Duties: Acts as official recruiter-screener for Job Corps in Boston, assisting youths in applying for Job Corps

Maintains contact with enrollees at Job Corps camps, prepares for their return and placement in jobs

Publicizes Job Corps through meetings with community groups

Salary: \$6,500-7,000 per year

### Follow-up Workers (28 part-time)

Qualifications: Inner-city resident, with ability to communicate effectively with target-area residents

Duties: Conduct regular follow-up interviews with MEC applicants to determine if additional services are needed and if applicants have criticisms or suggestion for improvement of program

Salary: \$2.25-2.75 per hour

### Social Service Coordinator

Qualifications: Experience in social service and community action activities in the inner city, ability to deal effectively with agency representatives

Duties: Will act as a liaison between the Roxbury MEC and other anti-poverty and social service organizations in the Roxbury area, assuring that applicants get all needed services.

Act as information source on employment problems to the large number of agencies active in the Roxbury area

Salary: \$7,000-8,000 per year

### Neighborhood Action Coordinator

Qualifications: Bachelor's degree or equivalent experience, plus experience in a supervisory capacity in manpower and other community action activities. Knowledge of specific employment, ethnic, and social problems of Boston

Duties: Principally responsible for in-service training of indigenous staff

Supervises indigenous personnel, recommends them for upgrading

Salary: \$9,000-11,000



## JOB DESCRIPTIONS--MANPOWER DIVISION

### Manpower Director

Qualifications: Master's Degree (or its equivalent in experience) in labor-management relations or public administration, plus extensive experience in employment and job-training fields

Duties: Directs ABCD Manpower program  
Develops working relationships with local, state, and federal agencies dealing with employment and training programs  
Coordinates Manpower with other programs within ABCD

Salary: \$16-19,000 per year (\$15,000 paid out of federal funds)

### Associate Director

Qualifications: Bachelor's degree plus experience in employment and training fields.

Duties: Responsible for day-to-day supervision of neighborhood employment center operations  
Coordinates work of department heads within Manpower division  
Assists the Manpower director and substitutes for him during the former's absence

Salary: \$13,000-15,000 per year

### Deputy Director-Action

Qualifications: Bachelor's degree and/or equivalent experience in employment and community action activities. Familiarity with problems of specific neighborhoods in Boston

Duties: Assists associate director in coordinating activities of Departments with the Manpower division

Works on a day-to-day basis with NEC supervisors, training staff and working out efficient procedures within each NEC

Exercises day-to-day responsibility over Manpower units concerned with data collection and evaluation

Salary: \$11,500-13,000 per year

### Special Assistant-Community Organization

Qualifications: Minimum five years' experience in community organization civil rights, and community action work. Familiarity with neighborhood organizations in Boston.

Duties: Liaison with Area Planning Action Councils and other neighborhood groups on manpower activities

Represents the manpower director in contacts with industry



## NEC SUPERVISOR-COUNSELOR

### Description:

Under the direction of the Assistant Deputy for administration and operations, responsible for the supervision and direction of all staff in the NEC. Liaison responsibilities for Manpower with all other neighborhood based programs. Partial vocational counseling responsibilities, depending upon the flow of applicants and administrative needs.

### Qualifications:

Bachelor's Degree in education, counseling, business administration, other field involving cooperative professional teamwork, or three years' supervisory experience in CAP, employment services, industry, public or private agency programming and supervision, or other equivalent experience.

### Salary:

\$7,200-8,800

## VOCATIONAL COUNSELOR

### Description:

The Vocational Counselor will be responsible to the Assistant Deputy II. He will be assigned to a neighborhood employment center and will interview those applicants using the services of the center who require vocational counseling. He will attempt to evaluate the applicants in terms of vocational potential and goals, emotional maturity, intellectual capacity and other factors affecting employment training and placement. He will discuss these matters with the applicants and advise them about pre-vocational and vocational training opportunities in relation to the applicants' goals and potentials. He will work with the NEC staff and other groups to secure supportive services for applicants when appropriate. He will prepare candidates for testing and will work with the testers in the interpretation of test scores. He will participate in NEC disposition conferences and will advise other staff members on matters concerning applicants he has counseled.

### Qualifications:

Master's Degree in Education with concentration in counseling or the equivalent in counseling experience; ability to communicate effectively with inner-city residents.

### Salary:

\$6,300-7,700



## NEIGHBORHOOD WORKER

### Description:

The Neighborhood Worker will be assigned to a neighborhood employment center and will serve as part of that center's team. He will have primary responsibility for the recruitment of residents in the neighborhood who are in need of NEC services. He will interview applicants when they come to the NEC and complete basic information on an interview guide. He will discuss the NEC flow process to applicants and will arrange interviews for them with the vocational counselors and DES Placement Interviewers. He will help to secure supportive services for applicants when appropriate, will participate in NEC staff meetings and disposition conferences and will help the other members of the team interpret the reactions and behavior of the applicants with which he has worked.

The Neighborhood Worker will establish themselves as agents for the applicants and represent them throughout the NEC employment upgrading and placement process. Their role must be an especially meaningful one or they lose their value. Their relationship with the applicants must be the tool which enables the applicants to help themselves. The Neighborhood Workers are one of the most important ingredients in the Manpower program.

### Qualifications:

Inner-city resident with some knowledge of basic statistics, filing, typing, and clerical practice. Ability and interest in being trained on the job in routine clerical tasks.

### Salary:

\$4,200-6,200

## PART-TIME FOLLOW-UP COUNSELOR

### Description:

To interview ABCD-DES Manpower applicants after placement, referral, or loss of contact with the neighborhood employment center. To make appointments for the applicants at the NEC, should he seek further employment or training services. To collect information on former applicants in various ABCD sponsored programs. To do some field counseling as the situation requires. To keep NECs open during evenings for intake and the arranging of appointments with day-time staff. The counselor reports to the follow-up coordinator through the Field Supervisor.

### Qualifications:

Inner-city resident with long time residence in target neighborhood. Interest and participation in neighborhood organizations and inner-city community life. Access to a car and a total of 20 hours available Saturday, Sunday, and evenings during the week.



PART-TIME FOLLOW-UP COUNSELOR (cont)

Salary:

\$2,330 per year to \$2,860

NEC SECRETARY

Description:

Under general delegation of office responsibilities and in responsive relationship to superior including his direct supervision of special projects, perform and carry out various office duties requiring job knowledge of work plans and objectives, proficient learned skills, judgment and direct personal responsibility; but otherwise work fairly independent of detailed supervision and guidance; may transmit superior's directions to other staff members and supervise other clericals in project assignments; maintain routine administrative functions of supervisor's office; typical duties may be--

- a) receive, may screen, telephone calls, visitors and mail for superior;
- b) answer routine calls, inquiries and correspondence;
- c) establish, organize and maintain files;
- d) monitor and maintain superior's calendar, making appointments at his direction or consistent with his plans and schedule and reminding him of his engagements;
- e) review work-load and organize daily and special agenda;
- f) perform highly proficient stenographic and typing work including responsibilities for sense, spelling, grammar and construction; may work from directions rather than from direct copy.

Qualifications:

Education and Training Required: At least one year of post-high school secretarial training, plus two years of prior work experience or their equivalents; on-the-job break-in time will probably require two to six weeks.

Salary:

\$4,050-4,950



## DATA UNIT CLERKS

### Description:

Code all information for each employment center. Operate the remote "hot-line" opportunity station, continually up-dating the central inventory of applicants and the neighborhood inventory of opportunities. Maintain the employment center filing systems and assure that all activities of the centers are amply documented as determined by prescribed specifications. Perform other related tasks as required by the Supervisor of center, including intake, secretarial, reporting. Responsible to Data Unit Coordinator and to NEC Supervisor.

### Qualifications:

Inner-city resident with some knowledge of basic statistics, filing, typing, and clerical practice. Ability and interest in being trained on-the-job in routine clerical tasks.

### Salary:

\$4,050-4,950

## INTAKE INTERVIEWER-TYPIST

### Description:

Will serve as receptionist in the neighborhood employment center. Will make the first personal contact with an applicant entering the center. Must be able to make neighborhood people feel relaxed in the center. Will answer telephone and route calls to other staff. Will keep schedules for all staff and make appointments for all staff. Will route mail and other correspondence in and out of the office. Will do some typing and filing for other staff members. Will be responsible to the supervisor-counselor of the NEC and will perform such other duties as required by the supervisor.

### Qualifications:

Inner-city resident with at least one year post high school clerical training. Ability and interest in being trained on the job in routine clerical tasks.

### Salary:

\$3,600-4,400



COMPONENT 7.100.B

ATTACHMENT 7.1.4

Location and Type of Community to be Served:

The Manpower program will operate in eight anti-poverty target areas of Boston: Roxbury-North Dorchester, Dorchester, South End, North End, Jamaica Plain, Parker Hill-Fenway, South Boston, and Allston-Brighton. Services will be offered to all unemployed and underemployed residents of the target areas.

On the basis of past experience, it is expected that approximately two-thirds of those served will be males, that approximately forty per cent will be youths, and that ninety-five per cent will be unemployed.



COMPONENT 7.100.B

ATTACHMENT 7.2.1

### Scope of Delegation

Operation of the Manpower program in the South End will be delegated to the South End Neighborhood Action Program, Inc., (SNAP), the official neighborhood corporation for community action in that area. SNAP is currently a delegate agency for CAP funding from ABCD at a rate of approximately \$200,000 per year.

SNAP will operate a Neighborhood Employment Center and a continuation of its job and economic center under close supervision from the ABCD Manpower staff. While operation of the South End Manpower program will be the direct responsibility of SNAP, the program will follow the basic guidelines described in the work program for the overall Manpower effort. SNAP will have authority to hire its own staff, subject to submission of approved job descriptions and applications for those hired.

SNAP is qualified to carry out this project, both in view of its general community-action experience as the largest and most experienced Area Planning-Action Council in the city and in view of its specific Manpower experience in operating a job and economic center during the past year. Financially, SNAP has demonstrated responsibility through regular submission of complete and accurate reports to ABCD and through satisfactory performance of duties for which it has received funds through subcontracts with ABCD.

ABCD-Manpower will supervise the delegated program through the normal monthly financial and narrative reports, and, in addition, through the following specific coordination mechanisms:

- 1) Weekly meetings between ABCD and SNAP staffs
- 2) Conformity with ABCD-Manpower data system, including coordination of information on job orders, referrals, and placements.
- 3) Monthly statistical reports.



OFFICE OF ECONOMIC OPPORTUNITY

Community Action Program

Assurance of Compliance with the Office of  
Economic Opportunity's Regulations under  
Title VI of the Civil Rights Act of 1964

South End Neighborhood Action Program, Inc. (hereinafter called the "Applicant")

(Name of Applicant or Delegate Agency)

GIVES THAT it will comply with title VI of the Civil Rights Act of 1964 (P. L. 88-352) and the Regulations of the Office of Economic Opportunity issued pursuant to that title (15 C.F.R. Part 1010), to the end that no person in the United States shall, on the ground of race, color, or national origin be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the Applicant receives federal financial assistance either directly or indirectly from the Office of Economic Opportunity; and HEREBY GIVES ASSURANCE THAT it will immediately take any measures necessary to effectuate this agreement.

If any real property or structure thereon is provided or improved with the aid of federal financial assistance extended to the Applicant either directly or indirectly by the Office of Economic Opportunity, this assurance shall obligate the Applicant, or in the case of any transfer of such property, any transferee, at the period during which the real property or structure is used for a purpose in which the Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits. If any personal property is so provided, this assurance shall obligate the Applicant for the period during which it retains ownership or possession of the property. In all other cases, this assurance shall obligate the Applicant for the period during which the federal financial assistance is extended to it either directly or indirectly by the Office of Economic Opportunity.

THIS ASSURANCE is given in consideration of and for the purpose of obtaining either directly or indirectly any and all federal grants, loans, contracts, property, or discounts, the referral or assignment of VISTA volunteers, or other federal financial assistance extended after the date hereof to the Applicant by the Office of Economic Opportunity, including installment payments after such date on account of applications for federal financial assistance which were approved before such date. The Applicant recognizes and agrees that such federal financial assistance will be extended in reliance on the representations and agreements made in this assurance, and that the United States shall have the right to seek judicial enforcement of this assurance. This assurance is binding on the Applicant, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this assurance on behalf of the Applicant.

at December 15, 1966

SOUTH END NEIGHBORHOOD ACT

(Name of Applicant or Delegate Agency)

by [Signature] [Signature]  
(President, Chairman or comparable authority, or official)

60-A Tremont Street

Dorchester, Massachusetts

M93

ABCD Action for Boston Community  
Development.

Community Action Program:

M9  
AB

4/11-12/31/67.

DATE	ISSUED TO
4/23/74	Susan Willard - CPB - Rm 705











